

SYNERGY

A Publication of ACI HR Department

Strategic advantages in particular business area do not yield requisite benefits automatically unless all parts work together smoothly. Synergy is the end effect in which the different parts of the firm contribute a unique source of heightened value to the firm when managed as single unified entity. The Walt Disney, for example benefits greatly from synergy. The company's movies, theme parks, television programs and merchandising licensing programs all benefit from one another. Its movie the Lion King earned over \$300 million in box office revenues. In addition Disney earned hundred of millions more from the sale of licensed Lion King toys, clothing and video games. The Lion King stage show at Disney world attracts more guests to the park and the video sold 20 million copies during the first week of its release.

The primary job of managers is to identify and leverage competitive advantage resources across closely fitting businesses to create new sources of value that form the basis for building synergy. Synergy can be created in many forms like, capability of fast moving, greater flexibility, innovative financial instrument, quality manufacturing etc. Now it's time to reinforce ourselves. The more distinctive resources (capabilities, skills and technologies) we can deploy, the more difficult it would be for our competitors to copy and imitate. A truly distinctive skill or competence will enable us to lower costs enhance differentiation or accelerate learning in ways faster or better than our competitors'. Let us make synergy in ACI.



We Create Synergy



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How to Create a

Positive Work Environment

Sheema Abed Rahman

In any office where there is competition it will lead a desire to succeed and excel; and become successful. One needs to work on inner self complexities to eradicate cliques and office friction which happens due to competition trait in us. This usually happens due to variety of reasons which is commonly age, sex, value system and personalities. However, all these irrational complexities can be eradicated or countered by involving oneself under some bonding activities.

Create a Team Spirit

In a team where people are working together competitively, it's essential to incorporate activities that foster unity and healthy relationships.

You've probably heard the saying "A team that plays together, stays together". Well that's also the case in creating comradeship.



Here are certain ideas given:

Socialize together - Organize a regular time when you can share some fun times together. For example – meeting socially for a chat followed by a cup of tea at a snack bar.

Exercise together - Start a sporting team that practice every weekend. It may be badminton, amateur football or morning walk.

Help the Community - Find a project or people in your local area that need assistance and get involved in charity work. You can collect and disburse

winter clothes to poor people. There's loads of alternatives and there's the universal law of what 'you give comes back to you in greater amounts' - so it opens you to abundance flowing back into your life.

Value Fellow Members

Research from the United States and Europe reveal that the easiest and best way to create the 'feel good' factor is give a compliment. Heart beat monitors have proven this and it's as easy as sharing words of appreciation.

This also lets people know that they are valued and reduces any barriers of discord that may crop up in office.

It's important when giving compliments that they are genuine and from the heart. Because it's easy to pick up on mistakes.



The above tips may not be new, but sharing them with the organization will have a motivating effect. Positive people work in optimistic environments. Team spirit and respect to fellow members will have a constructive affirmative edge to the workplace situation, thus creating a harmonious ACI team.

Info:

- Largest number of employees:

Wal-Mart Stores Inc., with headquarters in Bentonville, Arkansas, is the company with the largest number of employees in the world. There are currently roughly 2.1 million people employed by the corporation.

- Top Ten Careers (Globally)With-

Highest Job Satisfaction Rating	Highest Paying
1. Singer	1. Surgeon
2. Municipal Fire Fighter	2. CEO
3. Aircraft Assembler	3. Engineering Manager
4. Pediatricians – General	4. Airline Pilot
5. College Professor	5. Dentist
6. Educational, Vocational & School Counselor	6. Lawyer
7. Manager/Supervisor of Animal Husbandry & Animal Care Worker	7. Air Traffic Controller
8. Criminal Investigator & Special Agent	8. Computer And Information Systems Manager
9. College Instructor – Others	9. Marketing Manager
10. Therapist	10. Natural Sciences Manager

Delegation

A Way of Increasing Employee Involvement

Salahuddin Ahmed

Give a man a fish; you have fed him for today. Teach a man to fish; and you have fed him for a lifetime.



According to www.businessdictionary.com, delegation is a Grant of authority by one party (the delegator) to another (the delgatee) for agreed purpose(s). In organization, delegation is a practice of sharing or transferring of authority and the associated responsibility, from an employer or superior (who has the right to delegate) to an employee or subordinate.



Managers delegate work not to just relieve their workload, but to allow the employees they supervise to grow professionally. Effective delegation is a two-way discussion and understanding. Delegation not only enhances the work involvement of employees, but also ensures that the employees are working with their fullest.

Psychological implication of delegation, according to psychologists, is huge. In Maslow's Hierarchy of Needs, delegation fosters the highest two streams which are self-actualization and self-esteem. A delegatee always feels

important of himself when some duties and responsibilities are assigned by the superior.

Here are eight basic guidelines to help you delegate more effectively:

- **Determine what you will delegate.** You decide which task(s) you want to delegate. Keep in mind that delegating is different from simply assigning someone a task that is already a part of the normal job requirements.
- **Clarify the results you want.** Determine the results you consider necessary for successful completion of the task. In general, the employee to whom you delegate uses his or her own methods to accomplish the task. If you expect use of a specific method to accomplish results, relate that to the employee at the beginning.

- *Clearly define the employee's responsibility.* You, not the employee, determine the level of responsibility. Be sure the employee understands that level. After you have given the employee the information about the delegated task, ask him to tell you his understanding of both the task and goals.
 - *Communicate the employee's authority over the delegated task.* Define the scope and degree of authority given to the employee for the delegated task. Explain which decisions he or she may make independently and which require your approval. Be specific. If you tell the employee, "Do whatever it takes," you may end up with an unpleasant surprise if the employee violates company standards. However, a too-limited authority may stop the employee from accomplishing the task.
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- *Be sure the employee understands his or her authority.* Again, have the employee repeat back to you his or her understanding of authority regarding the task. Resolve any misunderstandings at the beginning.
 - *Establish a time limit.* Time means different things to different people. If you want the delegated work completed within a certain period, make that clear to the employee. (If you say, "When you get time, work on this," the project may remain untouched for weeks).
 - *Establish a follow-up schedule.* Use a series of follow-up meetings to 1) monitor progress and 2) determine need for assistance. Monitoring the progress avoids a discovery two days before the due date that the task is not on schedule. It also can serve as an indication of whether the employee needs assistance. Some employees hesitate to ask questions. They fear the manager will interpret this as a sign of weakness or inadequacy for the job. The frequency of follow-up meetings will vary from project to project and employee to employee. You may schedule more frequent meetings when delegating to a new employee than when delegating to an experienced and proven employee.
 - *Stick to the delegation program; avoid "reverse" delegation.* An employee may try to "dump" the delegated task back on the manager. A manager may feel tempted to "take it back" if the employee seems to be struggling with the task. In extreme circumstances, a manager may have no alternatives other than to take the task back in order to avoid permanent damage to his or her own performance record. However, this should be only in extreme cases. When you take back a delegated task, the employee loses the opportunity to learn and grow. This can also discourage the employee who desired to do well, but needed more assistance at that point in time. Stick to your decision and work with employees to see the task to completion.

Shake it off and take a **step up!!**

One day a farmer's donkey fell down into a well. The animal cried piteously for hours as the farmer tried to figure out what to do. Finally he decided the animal was old and the well needed to be covered up anyway. It just wasn't worth to retrieve the donkey. He invited all his neighbors to come over and help him. They all grabbed a shovel and begin to shovel dirt into the well. At first, the donkey realized what was happening and cried horribly. Then to everyone's amazement he quieted down. A few shovel loads later, the farmer finally looked down the well and was astonished at what he saw. With every shovel of dirt that fell on his back, the donkey was doing something amazing .He would shake it off and takes a step up. As the farmer's neighbors continued to shovel dirt on the top of the animal, he would shake it off and take a step up. Pretty soon, everyone was amazed as the donkey stepped up over the edge of the well and totted off!!



Life is going to shovel dirt on you, all kinds of dirt. The trick is to not to get bogged down by it. We can get out of the deepest wells by not stopping.

And never giving up!

Shake it off and take a step up!!

Source: Internet

Solution of Brain Teaser

1. The wizard gave them 5 seconds, however, B only answered in the 4th second, which means that, the one on top of the stairs do not know the answer.
Being the one on top (A), you are able too see all those below, (B and C) however, you still do not know the colour of your hat, this means that the colour of the hat of the man in the center and foot of the stairs (B and C) are different. The man in the center (B), must have thought of it and is very sure that the man in front of him had a hat of different colour, and since he could see the person in front, if the person in front had a white coloured hat, then his is black, or vice versa.
2. Take the chicken over first. Go back and bring the grain next, but instead of leaving the chicken with the grain, come back with the chicken. Leave the chicken on the first side and take the fox with you. Leave it on the other side with the grain. Finally, go back over and get the chicken and bring it over.
3. 3 socks. If the first sock is black, the second one could be black, in which case you have a matching pair. If the second sock is white, the third sock will be either black and match the first sock, or white and match the second sock.
4. The Wiseman tells them to switch camels.

You've made a Mistake.

Now What?

Golam Kibria

Anyone who has worked in an office for more than a day has made a mistake. While most people accept that slip-ups are unavoidable, no one likes to be responsible for them. The good news is that mistakes, even big ones, don't have to leave a permanent mark on your career. In fact, most contribute to organizational and personal learning; they are an essential part of experimentation and a prerequisite for innovation. So don't worry: if you've made a mistake at work, - *and, again, who hasn't?* - you can recover gracefully and use the experience to learn and grow.

What the Experts Say

According to Paul Schoemaker, the research director for the Mack Center for Technological Innovation at the University of Pennsylvania's Wharton School and co-author of the *Brilliant Mistakes*, most people tend to overreact to their slip-ups. They "make asymmetric evaluation of gains and losses so that losses loom much larger than gains," he explains. As a result, they may be tempted to hide their mistakes, or even worse, continue down paths that have proven unproductive. This "sunk cost fallacy" can be dangerous and expensive for the company.

It is much better to accept mistakes, learn from them, and move on. "Look forward and base decisions on the future not the past," Schoemaker says.



Here are a few guiding principles to help you turn your gaffes into gold:

Admit and acknowledge your mistake

First and foremost, it's critical to be transparent, candid, and own up to the error. Don't try to blame others. Even if it was a group mistake, acknowledge your role in it. In cases where someone was hurt, issue an apology. However, don't apologize too much or be defensive. The key is to be action-oriented and focus on the future.

Once you've admitted your blunder, it may be appropriate to reframe it. Reframing is not making an excuse, but a genuine effort to help people see the mistake in a different light. Poor decisions or flawed processes can

sometimes lead to mistakes, but that doesn't mean that every bad outcome is a mistake. It's important to understand what was external and internal, what was in your control and what wasn't. Explaining in a non-defensive way what led to the mistake can help people better understand why it happened and how to avoid it in the future.

Change your ways

Mistakes play a critical role in leadership development. The best kind of mistake is where the costs are low but the learning is high. If the error was a result of a poor decision, explain to your boss and other interested parties how you will avoid making the same or a similar misstep in the future. You have to respond quickly before people make judgments about your competence or expertise. You need to get on top of it, get ahead of it, and deal with it.

By demonstrating that you've changed as a result of your mistake, you reassure your peers and superiors that you can be trusted with equally important tasks or decisions in the future. "If you are going to pay the price for making the mistake, you need to get the learning," Schoemaker says. This is far easier in a learning culture than in a performance-focused culture, in which mistakes are often viewed more harshly. But regardless of the office environment, you need to figure out how you can translate the mistake from a liability into an asset.

Get back out there

It can be hard to rebuild confidence after slipping up. The key is to not let your errors make you afraid of experimentation. Once the mistake is behind you, focus on the future. If it made people question your expertise, put more data points out there to rebuild their trust. Remember that mistakes are not signs of weakness or ineptitude; recovering from them demonstrates resilience and perseverance. Many employers look for people who made mistakes and successfully came out ahead.

Not all mistakes are created equal

Mistakes vary in degrees and types and some can be tougher to recover from than others. Mistakes that involve breaking someone's trust can have lasting consequences. If your mistake has caused someone to lose trust in you, approach the person and offer a sincere apology. Ask what you can do to restore his/her trust.

Principles to Remember

Do:

- Accept responsibility for your role in the mistake.
- Show that you've learned and will behave differently going forward.
- Demonstrate that you can be trusted with equally important decisions in the future.



Don't:

- Be defensive or blame others.
- Make mistakes that violate people's trust - these are the toughest to recover from.
- Stop experimenting or hold back because of a misstep.

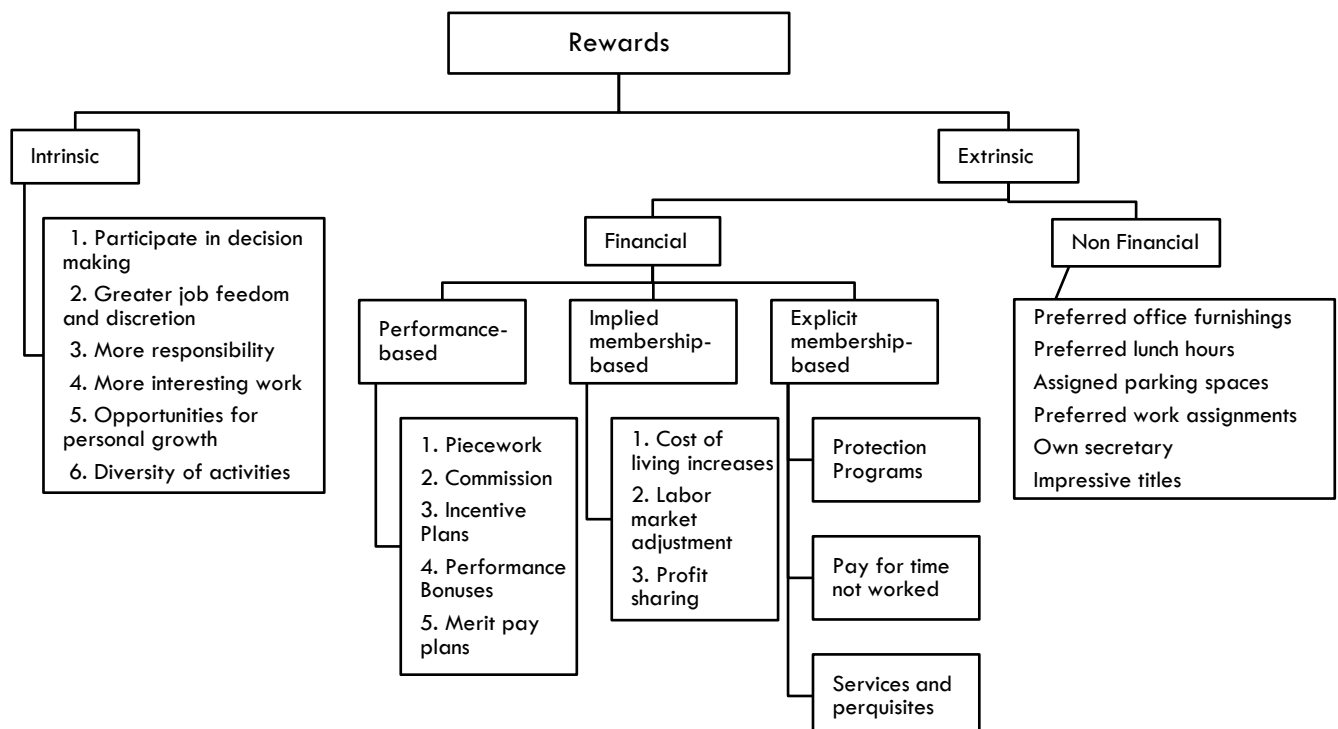
Rewards

Mohammad Shamim Ferdous

Intrinsic rewards are the satisfactions one gets from the job itself. These satisfactions are self initiated rewards, such as having pride in ones work, having a feeling of accomplishment or being part of a team. Job enrichment for instance can offer intrinsic rewards to employees by making work seem more meaningful.

Extrinsic rewards, on the other hand, include money, promotions and benefits. Their common thread is that they are external to the job and come from an outside source, mainly, management. For example, Apple Computer gives a PC to each of its employees. After one year on the job, the PC becomes the employee's personal property. Thus, if an employee experiences feeling of achievement or personal growth from a job, we would label such rewards as intrinsic. If the employee receives a salary increase we would label these rewards as extrinsic.

The general structure of rewards has been summarized below:



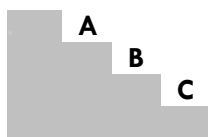
Brain Teaser



1. There was this wizard who caught 3 men (let's just say Mr. A, B and C).

The wizard wanted to kill all three of them, but they pleaded and so the wizard gave them a chance.

The wizard put the 3 men on a flight of stairs, A first (A is on top of the flight of stairs) followed by B (B is in the middle), and then C (C is at the base), in this order:



They were stationed in such a way that A can see B and C, and B can only see C, but can't see A, and C can see none.

They were then blindfolded, and on each of their head, he put a colored cap, the color of the cap can only either be black or white, however, there will be either 2 black 1 white, or 2 white and 1 black, either way the 3 men don't know, all that they know is that there will be either black or white cap on their head, and that there will be either 2 white or 2 black cap on the 3 of them, which one they don't know.

So the wizard wants them to tell him what colored hat is on their head within the next 5 seconds after he removed the blindfold. Any one who could answer correctly would save the life of all 3 men.

Then, the wizard removed the blindfold.....

After 4 seconds, the one in the middle (B) answer the question, and it was correct, how did he do it?

Hint: The man on top (A) was not sure.

2. You have a fox, a chicken and a sack of grain. You must cross a river with only one of them at a time. If you leave the fox with the chicken he will eat it; if you leave the chicken with the grain he will eat it. How can you get all three across safely?
3. You have 12 black socks and 12 white socks mixed up in a drawer. You're up very early and it's too dark to tell them apart. What's the smallest number of socks you need to take out (blindly) to be sure of having a matching pair?
4. An Arab sheikh tells his two sons to race their camels to a distant city to see who will inherit his fortune. The one whose camel is slower will win. The brothers, after wandering aimlessly for days, ask a wise man for advice. After hearing the advice they jump on the camels and race as fast as they can to the city. What does the wise man say?

Answer: See Page 7

Respect & Dignity

Salma M Mannan

The Golden Rule: *Treat others like you want others to treat you.*

Since our workplaces are swarming with people from different social worlds who have different rules and norms, it has become important that we not only treat others the way we would like to be treated, but also to treat others as they would like to be treated. We have to understand that differences exist and respect may mean different things to different people.

In general, treatment among employees of all levels should be such that words and actions reflect that they are being recognized by others as human beings. When such treatment is ensured, it can be said that a culture of respect and dignity exists in that organization.

Types of Disrespect:

1. **Discrimination:** With our words or actions we treat certain individuals or groups differently.
2. **Stereotyping:** We give everyone in a certain group the same attributes
3. **Harassment:** With our words or actions we make the workplace uncomfortable and hostile for individuals or groups.
4. **Bullying:** A form of harassment-the willful, conscious desire to hurt another and put him/her under stress.

How people talk to each other, what they say and even the fact that whether they are talking to each other can determine whether respectful culture exists in workplace. The disrespect meter goes off when people sense a short, judging or harsh tone, the choice of language used is rude and offensive and the fact that one particular person is ignored from most informal/formal discussions. All of these acts are evidence of an ever-increasing trend towards letting our emotions get the better of us and the loss of respect we have for one another. And nowhere is this more evident than in the workplace.

Although a lot of this quality of respecting others is taught by the guardians while a person is being brought up, employers too have the ability to control workplace behavior and employees have a responsibility to act accordingly. But to do this an organization must build workplace courtesy and respect into their organizational culture.

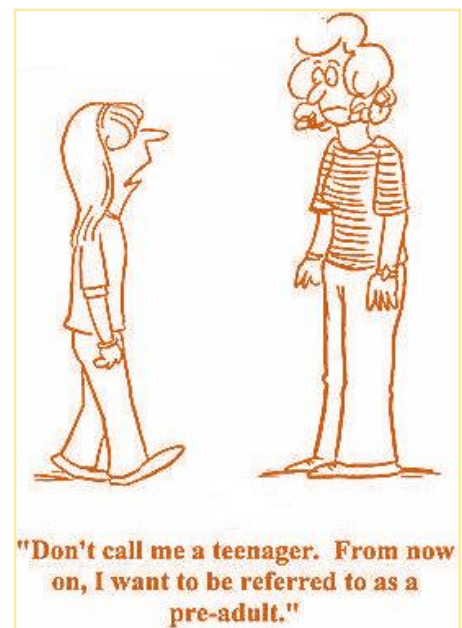
The fact that we are emphasizing so much on the creation of a culture of respect and dignity is because it is considered to have considerable contribution in employee retention. When employees are asked what they

consider is the most important factor in a good job; most answered that the one where they are treated fairly and where they can work with supportive and trusting workers.

People love going to work when they feel that they are important not only as individuals but also and how they are treated by their coworkers - the subordinates and the superiors alike. They should not feel demeaned and their self-respect being hurt.

As such, in order to ensure a culture of respect we need to ensure the following things:

1. Be committed to see everyone as worthy of respect.
2. Rationalize the assessments we make about others and try not to let our judgment and predispositions overshadow our assessment.
3. Involve in more straight talk especially during negative assessments. The fact that we respect others and value the relationship we have with them, we need to pin point their negative aspects (if it is proven that our judgment about the negativity is actually true) in a positive and constructive way and assume responsibility for the negative assessment.
4. Being closed to certain possibilities and not listen to someone or disregard and dismiss their views outright shows disrespect. So we need to be open to listen and honor each other's views even if we disagree and after listening to the whole thing that we objectively tell them why the idea is not feasible or not applicable in this case.
5. Look at a person you usually don't respect from a completely new perspective. We need to attempt to look past our judgments and generate an interpretation of who that person is which would allow us to authentically respect them.
6. Have mechanisms to deal with the perpetrators and the recipients of bullying.
7. Ensure that we ourselves do not use harsh and foul languages while talking to others and at the same time do not let others around us get involved in such activities.



Creating a culture of respect and dignity shifts our consciousness and organizational paradigm in such a way that we do not need to sacrifice our relationships in moments of conflict, pressure and fear. It can be ensured through continuously learning to alter the behavior that hurt others, through coaching and also through demonstration by leaders in their day to day activity. Thus culture of respect helps in creating a foundation for designing ways for collaboration and mutual empowerment that are simply not possible in the absence of authentic respect.

10 Common Mistakes

By New Managers

Kazi Mashrur Mamun

We all want to be a manager, in fact, a successful manager. A person who can successfully manage the resources of the company is considered as an excellent manager but unfortunately, most of the managers are focused on managing the tasks only, neglecting the human aspects of the organization which is the most significant part of the organization. The title of this article explains everything; this article is for the new managers who unconsciously or subconsciously make several mistakes which ultimately hampers the performance of the subordinates.

Through a study of different companies and managers, 10 common mistakes were identified which a new manager usually makes. The goal of this article to make the new managers aware of those so that they don't fall in these traps.

1. *Seizing Power and Holding On to It:* This is the most common in the new managers' behavior, where they want to be in the action regardless of the area of work and authority. They are nosy in every activity of the department and trying to grab on to the authority of it not realizing how the other person will feel about. Sometimes this can turn into conflict and distort the harmony of the team and eventually this will degrade the performance.



"You are completely free to carry out whatever research you want, so long as you come to these conclusions."

2. *Failing to Solicit Feedback:* Most of us suffer from "self serving biasness"; it means we attribute our successes to internal or personal factors but attribute failures to factors which are beyond our control even if we were the cause of failure. As a result of it, the supervisors don't seek any feedback about their activities from the associates and they also react roughly to the negative feedback. This restricts the improvement or solving the problems that remains in actions and behaviors.

3. *Delegating Without Authority:* Most supervisors whether new or old they suffer from it. They delegate but at the end they want to decide the outcome of the task; this demotivates the members to do anything in the future as they don't feel the ownership of the total job and moreover it hampers the development opportunity of the subordinates.

4. *Reprimanding Employees in the Presence of Others:* It means that sometimes supervisors give feedback in such a way in front of others that actually humiliates or insults the subordinates. This not only demoralizes them it also makes them disengaged from the work.
5. *Supervising Everyone the Same Way:* Managers most of the times fail to understand that everyone is different in terms of emotional and psychological aspects and one thumb rule for managing won't fit everyone.
6. *Keeping the Interesting Work for Themselves:* This is the most common mistake that is done by the supervisors but there is an argument that whether it is a known mistake or unknown. Whatever the case is, it eventually kills the competencies of the team members as they don't get to use their skills in challenging tasks. Furthermore, after finishing the task successfully, supervisors like to blow his/her trumpet in the workplace.
7. *Siding with Team Members:* Means, favoring or biasness in treating the team members. This neglects some of the members as they will feel that they are out of the group and detached which hinders the performance of the other members and it can cause them to quit as well.
8. *Distancing Themselves With the Direct Reports:* When people become supervisor they start to increase the power distance between them and the team members, to have a feeling of boss as they were in the same group before and this disconnects the members from the manager for this sudden change in the relation.
9. *Promoting and "Us Vs Them" Attitude:* Instead of building an environment of harmony they try to promote an environment of conflict where different groups and cliques exist inside a team. If this gets out of control then only negative energy hover around the group and is most of the case this happens as the supervisors lack the skill in conflict management.
10. *Engaging In Unlawful or Unethical Behaviors:* As the authority and power comes with the position some managers get involved in some unethical behaviors which can be very disastrous not only for the manager but it also affects the image of the subordinates as well.

The above mentioned points are not the only ones which need to be realized and fixed but there are others as well which have huge impact on the team members as well as on the total team. If they don't do it in the initial stages of supervisory role then it will get inbuilt in their behavior and will show in their activities for rest of their life. One thing we all need to understand is that, subordinates performance is directly related with the behavior of the managers. There are many studies and researches which have proven that most of the employees leave the organization because of the supervisors, so every manager, new or old, needs to understand these above mentioned issues and try to overcome it.

The Power of

Positive Talk

I remember my dad teaching me the power of language at a very young age. Not only did my dad understand that specific words affect our mental pictures, but he understood words are a powerful programming factor in lifelong success.

One particularly interesting event occurred when I was ten. As a kid, I was always climbing trees, poles, and literally hanging around upside down from the rafters of our home. So, it came as no surprise for my dad to find me at the top of a 30-foot tree swinging back and forth. My little ten-year-old brain didn't realize the tree could break or I could get hurt. I just thought it was fun to be up so high.

My older cousin, Sunny, was also in the same tree. He was hanging on the first big limb, about ten feet below me. Sunny's mother also noticed us at the exact time my dad did. Just then, a huge gust of wind came over the tree. I could hear the leaves start to rattle and the tree began to sway. I remember my dad's voice over the wind yell, "Nahid, Hold on tightly." So I did. The next thing I know, I heard Sunny screaming at the top of his lungs, laying flat on the ground. He had fallen out of the tree.

I scampered down the tree to safety. My dad later told me why he fell and I did not. Apparently, when Sunny's mother felt the gust of wind, she yelled out, "Sunny, don't fall!" And Sunny did fall. My dad then explained to me that the mind has a very difficult time processing a negative image.

In fact, people who rely on internal pictures cannot see a negative at all. In order for Sunny to process the command of not falling, his eleven-year-old brain had to first imagine falling, then try to tell the brain not to do what it just imagined. Whereas, my ten-year-old brain instantly had an internal image of me hanging on tightly.

This concept is especially useful when you are attempting to break a habit or set a goal. You can't visualize not doing something. The only way to properly visualize not doing something is to actually find a word for what you want to do and visualize that. For example, when I was fifteen years old, I played for my high school football team. I tried so hard to be good, but I just couldn't get it together at that age. I remember hearing the words run through my head as I was running out for a pass, "Don't drop it!"

Naturally, I dropped the ball. My coaches were not skilled enough to teach us proper "self-talk." They just thought some boys could catch and others couldn't. I'll never make it pro, but I'm now a pretty good football

player, because all my internal dialogue is positive and encourages me to win. I wish my dad had coached me playing football instead of just climbing trees.

If you tell someone that you will "give it a try," you are actually telling your brain to fail. I have a "no try" rule in office and with everyone I interact with. Either people will do it or they won't. Either they will be at the party or they won't. I'm brutal when people attempt to lie to me by using the word try. Do they think I don't know they are really telegraphing to the world they have no intention of doing it but they want me to give them brownie points for pretended effort?

You will never hear the words "I'll try" come out of my mouth unless I'm teaching this concept in a seminar. If you "try" and do something, your unconscious mind has permission not to succeed. If I truly can't make a decision I will tell the truth. "Sorry. I'm not sure if I will be at your party or not. I've got an outstanding commitment. If that falls through, I will be here. Otherwise, I will not. Thanks for the invite."

People respect honesty. So remove the word "try" from your vocabulary.

Psychologists claim it takes seventeen positive statements to offset one negative statement. I have no idea if it is true, but the logic holds true. It might take up to seventeen compliments to offset the emotional damage of one harsh criticism. These are concepts that are especially useful when forming a new team.



Here is a list of Toxic Vocabulary words. Notice when you or other people use them.

Try: Presupposes failure.

But: Negates any words that are stated before it.

If: Presupposes that you may not.

Might: It does nothing definite. It leaves options for your listener.

Would Have: Past tense that draws attention to things that didn't actually happen.

Should Have: Past tense that draws attention to things that didn't actually happen (and implies guilt).

Could Have: Past tense that draws attention to things that didn't actually happen but the person tries to take credit as if it did happen.

These are classic mistakes that we make without knowing the damage of linguistic error.

Source: Internet (Author - unknown)